Happiness and its Impact on Performance in the Work Field: a Case Study at a Navaratna Company Plant in Bhubaneswar, India

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Abstract

Happiness is a positive inner experience and is often used interchangeably with psychological wellbeing, quality of life or satisfaction. But the definition of happiness is quite different and distinct in the eastern world when we compared it with the western world. It has been described as multidimensional and does not centered around the subjective wellbeing elimination other dimensions as it is done in the west. Happiness at work is important for organizational success. It leads success, achievements and satisfaction. Researchers have found out that happiness transform people to more creative, energetic and successful. To understand the relation between happiness and performance at work, a study was conducted in a plant of a Navarantna Company at Bhubaneswar, India during June-July, 2017. A total of 201 responses were collected from the selected plant using judgmental sampling technique. Happiness among the employees was measured as per the Bhutan's GNH index. A structured questionnaire was constructed covering all the 9 domains in GNH index, 2010. First 3 domains are familiar with human development perspective- living standards (housing conditions, earnings, wealth) education and health. Then the good governance, ecological resilience and use of time are the nest 3 domains. The final three domains were quite ground-breaking- psychological wellbeing (happiness including feelings and mysticism), cultural diversity and resilience and community vitality. The methodology we used to measure happiness was "Alkire-Foster method (2007-11) for measuring multidimensional poverty" as used in the GNH index. Whereas, the performance of each of the sample employees was taken from the last year's office records as appraised by the company. There was no attempt made to reassess the performance of the employees by the investigator but the result was verified before taking it for analysis. The primary objective of this paper was to find out the impact of overall employees' happiness in their performance at the workplace. Is there any positive relation between happiness and performance of employees at workplace? There was also an attempt to see the relationship of each domain of nine selected domains with the performance of the employees. After the analysis, there could not be found any significant relation between overall happiness of the employees of the selected organization and their performances in the work field.

Key words: Happiness, GNH, Navaratna, workplace and performance

BACKGROUND OF THE STUDY

Kendrick (1987), productivity in the society is depended on individual's contribution and performance and ultimately results in self fulfillment and happiness in its highest degree.

The study on happiness is not new to the field of management. The study of happiness as a measure of collective functioning is based on an elongated history that extent multiple philosophical thinking (Kesebir & Diener, 2008). If we go to the ancient Greek literatures, Aristotle (2000) centered his Nicomaehean Ethics on the quest for happiness. In India, it was the Dhammapada who describes a chapter on the theme of happiness and elucidates the ultimate end of a good quality life as the attainment of persistent happiness (Dhammapada, 2000). The metaphysical organizations like Confucianism and Taoism in China supported the various techniques by which both individuals and social gallantry create uplifting individual and social happiness (Lu, 2001). During the time of medieval period, St. Thomas Aquinas suggested that happiness was man's "last wish" and the eventual objective of the balanced life (Aquinas, 1947). In 2oth century, Pascal (1669/1995) described: "All men search for happiness. There are no exceptions on it". In the 18th-century, philosopher Jeremy Bentham noted happiness as the supreme good (Bentham, 1823).

The statement, 'a happy worker is a productive worker' has strong origins in management ideology. During the time of Industrial revolution in the U.S. A., Barley and Kunda (1992) outline the importance of happiness but it gained importance during the Industrial Betterment movement that began about 1870. Proponents of this idea proposed that profitability followed from such acts as building housing, libraries, schools, and recreational facilities for employees and their viding fringe benefits such as profit sharing; and improving the sanitation factories. After a long gap of 25 years, in the 1920s, there was the development of Human Relations movement, seeded by the famous Hawthorne studies in Western Electric Company by Elton Mayo which changes the management thinkers and a shift towards behavioral science. Perrow (1986), a sociologist, was apprehensive about 'the happy worker-productive worker' notion is said to ambiguous the legitimate for conflict between labor and management.

Fisher (2010) narrates the definition and assessment of happiness at work and its precursors and outcomes. According to her, the definitions of happiness at work refer to pleasant individual decisions (positive attitudes) or pleasant practices (moods, positive feelings, emotions, flow states) at work. She differentiates between happiness defined as a set of

attitudes (e.g., job satisfaction, commitment) and happiness as a hedonic state. It means, on one hand, it can be characterized in terms of cognitive judgments of needs and wants and on the other hand in terms of an emotional state of mind. She identified seven alternatives for happiness at work. These are (1) job satisfaction, (2) organizational commitment, (4) engagement, (5) thriving and vigor, (6) flow and intrinsic motivation, and (7) affect at work. She proposes that researchers centered on 3 of them (job satisfaction, engagement, and affect) as ambassador of different facets of happiness at work.

When we check mostly the western literatures on happiness, most the studies are concerned to life satisfaction and happiness. Corporate world and behavioral scientist are busy studying the contribution of job satisfaction to quality of life; those who advocate women rights have studied what comprises happiness for women; gerontologists have examined the effects of age and aging on human happiness.

Until behavioural scientists came into existence, productivity was assumed to depend only on the absolute level of an individual's economic benefits. However, a huge chunk of literatures now shows that the relative level of these conditions also plays an important role and can be defined in terms of decision making or happiness, Markowitz (1952), Stigler and Becker (1977), Frank (1985), Constantinides (1990), Easterlin (1995), Clark and Oswald (1996), and Frederick and Loewenstein (1999).

Our study is concerned with the economics of happiness. For doing the study, we have taken the hypothesis that like GDP and inflation, happiness is also can be measured and has a linear relationship with productivity of labour. To be clearer, the happiness we have taken in our study is similar to the GNH index of Bhutan which is different from western literatures on happiness. Here also unlike western practices, happiness has been taken as multi-dimensional and not focused on subjective well-being only.

In 1972, it was Jigme Singye Wangchuck, the fourth King of Bhutan, who for the first time talked about (GNH) 'gross national happiness'. To him, GNH was more important than GDP (Gross Domestic Production). It simply means that development should take a holistic approach towards nations of progress and should give equivalent importance to non-economic aspects.

The GNH Index includes both traditional areas of socio-economic concern such as living standards, health and education and less traditional aspects of culture and psychological wellbeing. It is a holistic reflection of the general wellbeing of the population rather than a subjective psychological ranking of 'happiness' alone.

The GNH Index provides a general idea of performance across 9 areas; psychological wellbeing, ecological resilience, cultural diversity, good governance, time use, community vitality, health, living standard and education.
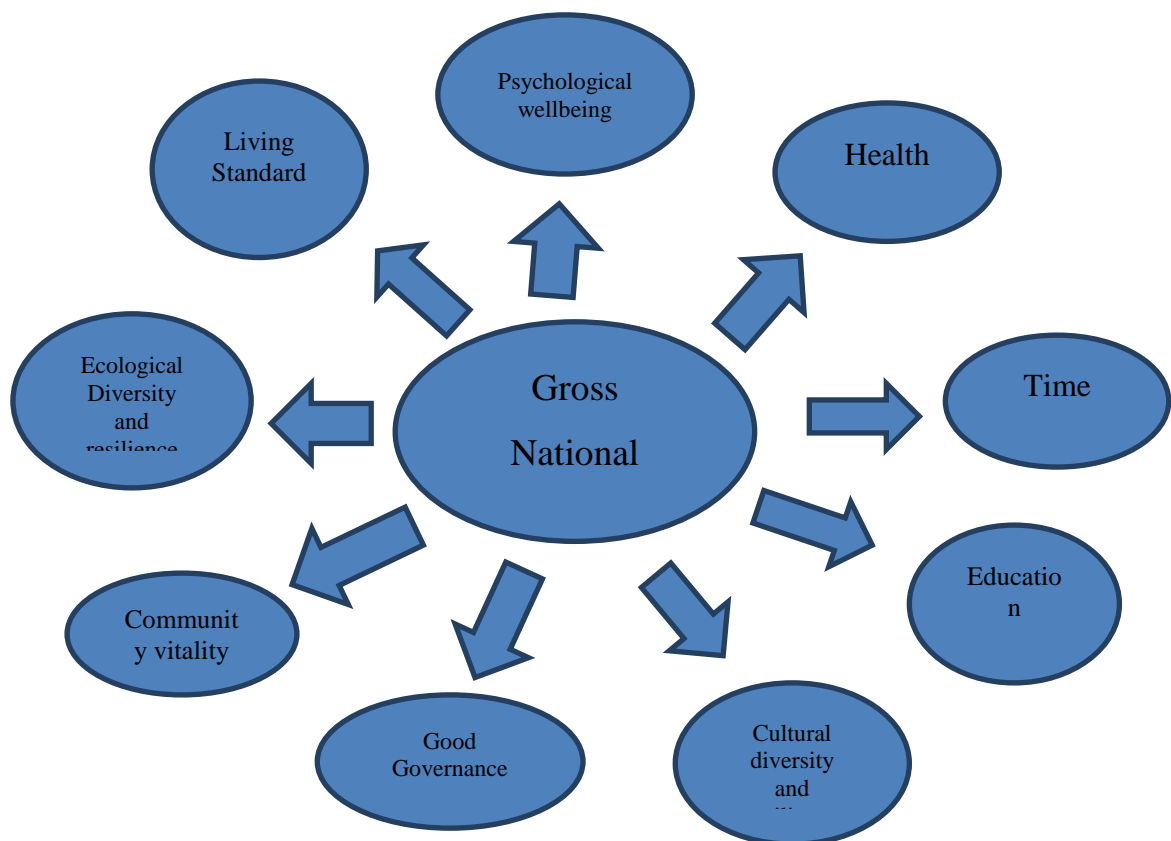

Figure 1: The 9 domains of GNH

SCOPE OF THE STUDY

The scope of this project is laid down in the objective itself. The study is made primarily for the accomplishment of the objectives. The detailed analysis of this research brought out with certain conclusion and on its basis some recommendation suggestions can be made which will help the organization to understand employee's happiness and growth prospects.

This study helps in understanding the various factors that affects happiness and well-beings of individuals.

LITERATURE REVIEW

Economists at different time tried to establish relationship of happiness with a number of economic parameters. Richard Easterlin (I974, I995) was among the first to study the economic parameters of various countries with degree of happiness. In 1974, he came with a finding that happiness does not depend on economic growth after studying the statistics of various rich and poor countries. Hirsch (I976) and Scitvosky (I976) and later on Frank (I985) did the similar type of study to establish the relation. Blanchflower et al. (I993), on the other hand, using data from USA, tried to establish relationship of happiness after controlling demographic and various other changes in the economy in more systematic way. Benin and Nienstedt (1983) Happiness in Single and Dual-earner families. The Effects of Marital Happiness, Job Satisfaction, and Life Cycle studied the reason for happiness and unhappiness among different demographic groups and found out that happiness differs for each group. They concluded that marital happiness and job satisfaction cooperate to produce inclusive happiness in dual-earner homes but not in single-earner. They also differentiate the factors that cause happiness among male and female. According to them stage of the life cycle plays a vital role in creating happiness for men but not for women. However the study conducted by Forgionne and Peeters (1982), concluded that sex and job satisfaction do not correlate. But London, Crandall and Seals (1977) and Kalleberg and Loscocco (1983) found out that job satisfaction is more important for men compared to women but White (1981) concluded that JS is more important for women. JS in different age group, (cf. Janson and Martin, 1982; Wright and Hamilton, 1978) have found out JS is greater among old workers that the young workers. Kalleberg and Loscocco (1983) concluded that JS changes sexwise and age wise.

Hackman and Oldham (1980) job Lawler's (1971), Trist (1963) and Dean & Bowen (1994) worked on employee involvement and reward systems. Di Tella, MacCulloch and Oswald on 'the macroeconomics of Happiness' found that happiness of a country depend on macroeconomic factors of the country. They further establish some patterns in the SWB with macroeconomic changes and stated that SWB are associated with changes in macroeconomic variables such as GDP. Blanchflower and Oswald (2011) questioned the establish notion "money does not buy happiness" and put forwarded that money can and does buy happiness. But they also stated that national happiness do not increase with increasing economic growth.

Ball and Chernova (2008), 'Absolute income, relative income, and happiness' tried to study the relationship between self reported happiness with absolute individual income, income

relative to other people and found out that both absolute and relative income are positively and significantly correlated with happiness. They also concluded that happiness has a higher impact with regards to relative income and changes of it, has a larger effect on happiness but both relative and absolute income has smaller impact when compared with economic factors.

For a long time, it was established with several review of literatures firmly that employee happiness did not necessarily stimulate productivity, Vroom (1964); Brayfield and Crockett, (1955). Wright and Staw, in their study on 'Affect and favorable work outcomes', tried to establish a relationship between work environment and happiness and concluded that personal outlook toward happiness, do not change in the happiness brought on by changes in organizational conditions and is associated with performance.

MEASURING HAPPINESS

The most important question and was our consideration before taking this topic 'Can happiness be measured accurately?' Blanchflower and Oswald (1993), Larsen & Fredrickson (1999), physiological measures like blood pressure have a strong relationship with SWB and can act as a proxy for SWB. Happiness is also can be measured with self-report questionnaires, interview ratings, peer reports, and memory for pleasant and unpleasant events (Sandvik, Diener, & Seidlitz, 1993). The various measures of SWB like Positive outcome, sanguinity, and confidence have strong associations with one another, and are somewhat consistent within individuals, Lucas, Diener, & Suh (1996).

Judge and Mueller (2011),'Happiness as a Societal Value', identified several issues of happiness. According to them, before making a policy to increase happiness, they must established that happiness can be measured, so that the factors which cause happiness can be assessed, it can be appraised as an end, it is connected to significant outcomes; and identify techniques so that it can be combined to the national or cultural level.

The meta-analytic study exhibited that JS and performance at work are significantly correlate work (Judge, Thoresen, Bono, & Pat ton, 2001). People in affirmative frame of minds have more zeal for economic benefits (Isen, Daubman, & Nowicki, (1987). In a similar way, people in a negative frame of mind have lower hope, zeal for incentives and extra payment which are

detrimental in motivation and leads to lower level of work performance, Erez & Isen (2002). Similarly the individuals having negative frame of mind behave unexpectedly at work (Glomb, Steel, & Arvey, 2002) and don't take work seriously and used to show work extraction behaviors (LeBreton, Binning, Adorno, & Melcher, 2004).

IMPORTANCE OF HAPPINESS

Happiness is the most desirable feeling of every human being and is considered as the end of every need. It has a great value. It guides to success, triumph and fulfillment, healthy and long life. It helps to achieve many personal goals that we want in life. Happiness facilitates to renovate people to be more empathetic, more resourceful, more vigorous, and more victorious in life, Dhammananda (2011). Happiness is inner state of mind and comes from within and it doesn't depend on any conditions. Security and happiness are correlated, when we feel secured from fear or in the material world, we feel happy (Sasson, 2011). It makes easier to be passionately involved and have more friends. Happier people are more attractive and happiness brings undying quest of life, Dhammananda (2011); Yang (2007). Happiness is also important because it changes the chemical in our body, enhance immunity and repair damage cells (Bekhet et al., 2008). One study conducted by the university of Nebraska identified that happiness positively impact human health. They concluded that satisfied and happy people are healthier even after two years follow up, Gazella (2009).

One of the most pertinent questions about happiness is that what makes people happy. One study was conducted in Denmark in 2008 which identified good relations and life philosophy is the most important factors of quality life. They concluded that wealth, position, work are not seem to be key to global quality of life and are not significant to self-assessed health (Gazella, 2009)

Scott (2011) stated that happiness at work and life's satisfaction are closely associated. Success and happiness goes hand in hand. Organizational success mostly depends on happiness at work and satisfaction at work because happy employees are creative, have low absenteeism problem, understand work better and can compete in challenging world, Pryce-Jones & Scott (2009).

In nutshell, happiness is important in our life and organization as happier the people, the more are they become attractive, energetic and creative in life and in the work field.

GNH PHILOSOPHY

The Gross National Happiness (GNH) philosophy has been operating on the idea of four bases: 1) sustainable socio-economic development 2) good governance 3) environmental conservation and 4) cultural preservation, Gurung (1999) & Thinly (2005). The "Global Happiness" agenda was unanimously adopted in the United Nation (UN) general assembly resolution 65/ 309 in 2011. Bhutan had organized the United Nation Happiness Conference in 2012 and with participation from 600 groups over the world (UN News Centers, 2012) and become well known in the globe for its famous GNH philosophy.

Ingredient to the happiness is defined in term of physical and subtle forms. Physical ingredients are related to materialistic like a good remuneration, a amusing office, munificent benefits which leads to job satisfaction. But "happiness factor" mostly depends on ethereal factors, such as respect, trust, and fairness.

GNH Questionnaires: The questionnaire use to measure happiness is a multidimensional in nature. The questionnaires are self-report and are close ended. Likert scale and Visual analog were used to measure happiness. People achieving 6 or more out of 9 domains are considered as happy according to the survey report, 2010 (Ura et al., 2012). The GNH Index 2010 has 9 domains and 33 indicators which are the predominant factors of GNH measurement (CBS, 2011).

RESEARCH OBJECTIVES

Against the background, the present study was undertaken with the following objectives

1. To measure the happiness of the employees of the selected organization as per the GNH index and to find the association with their productivity in work field. As many researchers have concluded that happiness and performance are closely related (Wright and Staw (1999). Our objective here is to check if there is any linear relationship exists between happiness and performance of employees at workplace.

2. As per the GNH index, there were 9 domains to measure the overall happiness of the employees. The second objective of our study was to find the association between some these domains with the employee's productivity/ performance at work.

3. Blanchflower et al. (I993), Benin and Nienstedt (1983) all illustrated that happiness changes among various demographic segments. So, the third objective of our study was to find the relationship between various demographic characteristics with employees' self-reported happiness.

HYPOTHESES:

H1: There is no direct positive relationship between employee happiness and their performance at work.

H2: There is no significant difference between demography of the respondents and their happiness level.

H3: There is no direct positive relation between Mental health condition (positive & negative), psychological well-being, performance of government, health of the employees, times spend at work with performance of the employees.

RESEARCH METHODOLOGY

The research design adopted for this study is descriptive in nature. Relevant data has been collected from both primary and secondary source of information. The primary data was collected from the executives of the organization at the corporate office, Bhubaneswar as well as at the Smelter and CPP units at Angul, Odisha. The Secondary Data were collected from various journals, articles, research report etc. Judgmental sampling technique was used to extract samples from studied plant located in the Bhubaneswar city for data collection. The sample size is restricted to 201, of which 110 belonged to the corporate office and 91 belonged to the Smelter and CPP units at Angul. The participants were briefed about the purpose of the study. A structured questionnaire was administered to assess the happiness of the participants. The first part of the questionnaire was related to the demographics of the participants and respondents like name, gender, marital status, designation/grade and years experienced in the current grade. The remaining part of the questionnaire is based on the GNH questionnaire implemented by Bhutan with a few changes.

CALCULATION OF GNH:

The nine domains of GNH are equally weighted. This is because they are of equal importance, none can be permanently ranked as more important than others but each might be particularly important to some person or some institution at a given point in time.

As per the GNH index, two kinds of thresholds were used- happiness threshold and sufficiency thresholds. Sufficiency thresholds indicate how much an individual needs in order to enjoy sufficiency in each of the 33 cluster indicators. It asks how much enough to be happy is. Each of the indicators has a sufficiency threshold and each person in the survey is identified as enjoying sufficiency or not in each indicator.

The employees were divided into four sub sets by using three limits as per sufficiency limits in 50%, 66%, and 77% of the weighted indicators. This was used to identify the unhappy, narrowly happy, extensively happy, and deeply happy. The GNH Index was calculated from

Headcount ratio: percentage of people who are happy

Breadth: percentage of domains in which people who are not-yet happy enjoy sufficiency

GNH = 1- H_nA_n.

The formulae can also be written as

GNH = H_h + (H_n x A_s), where

H_h: the percentage of happy people [**H_h = (1 - H_n)**]

A_s: the percentage of dimensions in which the average not-yet-happy person enjoys sufficiency [**A_s = 1-A_n**]

The happiness of the employees of the studied organization was calculated using Bhutan GNH index using the above formula but there was no attempt from the investigators side to measure the productivity/ performance of the employees. The studied organization has well-structured performance appraisal system to assess the performance of the employees for this study, the performance of the employees has been collected from the office from their records which was only verified before collection.

RESULTS AND FINDINGS:

Characteristics of the respondents:

- Among the 201 respondents, 179 or 89% were male and 22 or 11% were female.
- 186 of the respondents were married, 14 were unmarried and 1 was found to be divorced.
- 19 respondents were in the age group of 22-31 years of age, 54 were in 32-41, 57 were in 42-51 and a maximum of 71 were in the group 52-61 years of age.

- 127 respondents had an experience of 0-3 years in the current grade, 49 respondents had an experience of 4-7 years, 18 respondents had an experience of 8-11 years and only 7 respondents had an experience of 12 years or above in the same grade.

HAPPNESS MEASUREMENT:

Happiness Index $= H_h + H_n \times A_s$

$= 0.8159 + (0.1841 \times 0.52)$

$= \mathbf{0.9116}$

While analyzing various levels of happiness, it was found that majority of the respondents (56%) were found deeply happy in life and only 3% of the respondents were found unhappy in life while 15% and 26% of respondents were found narrowly and extensively happy in life respectively.

Happiness	Frequency	Percent
Unhappy	6	2.99
Narrowly Happy	31	15.42
Extensively Happy	52	25.87
Deeply Happy	112	55.72
Total	201	100.0

Table 1: Levels of happiness

Grade-wise distribution of employee's happiness levels:

Ranks	Deeply Happy	Extensively Happy	Narrowly Happy	Unhappy
E0	5	2	0	1
E1	9	3	0	1
E2	4	3	2	0
E3	22	9	5	3
E4	19	8	8	0
E5	11	15	2	0
E6	32	8	13	1
E7	5	3	1	0
E8	5	1	0	0

Table 2: Grade-wise distribution of employee's happiness levels

Employees were distributed according to their job positions and their level of happiness. There couldn't be found any relationship between the relative rank/ position of employees and their level of happiness in life. It simply means higher job position doesn't lead to higher level of happiness among employees.

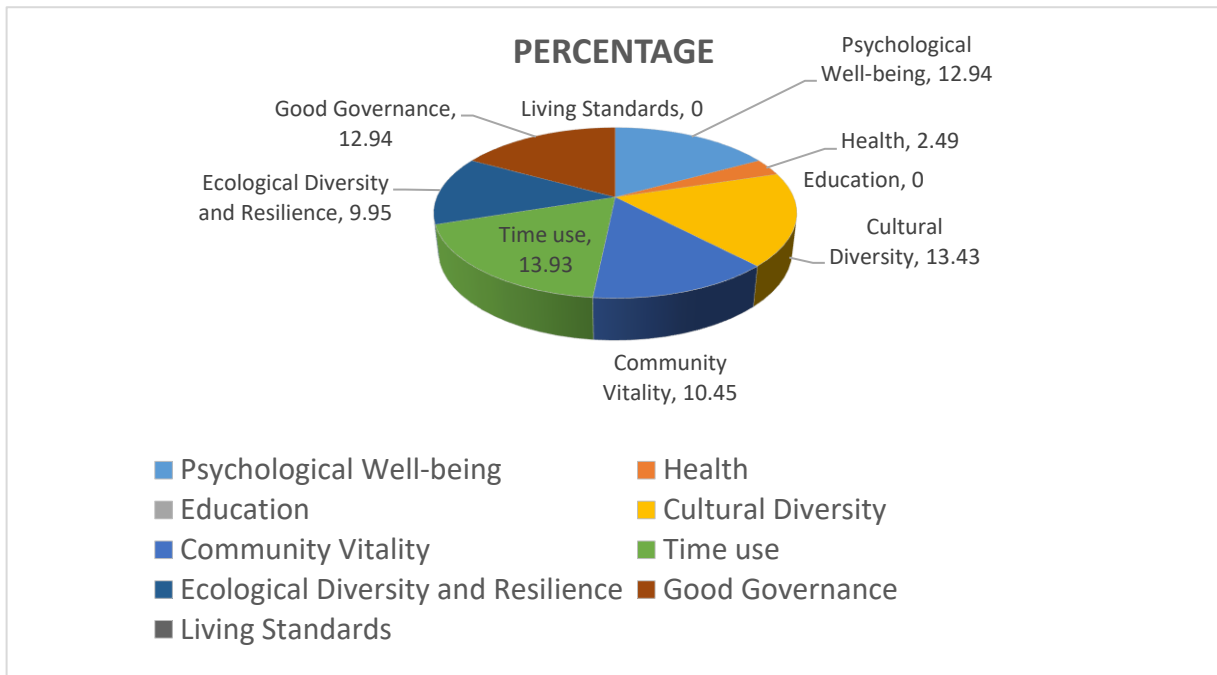**Contribution of all domains in unhappiness of the employees:**

Fig 1: Percentage Contribution to Unhappiness

Out of the 9 domains, time use was the highest contributor to unhappiness with 13.93%. Other major contributors were psychological well-being and good governance. Education and living standards were the lowest contributors to unhappiness with the entire population achieving sufficiency in these two domains.

H1: There is no positive significant relationship between employee happiness and their performance at work.

Spearman's rho	GNH	Performance
Correlation Coefficient	1.000	.017
Sig. (2-tailed)	.	.810
Correlation Coefficient	.017	1.000
Sig. (2-tailed)	.810	.
N	201	201

Table 3: Correlation between employee's happiness and performance

There could not be found any relationship between happiness of the employees of the studied organization with their performance at work. Hence we could not reject the null hypothesis and it can be concluded that happiness do not significantly related to performance at work.

H2: There is no significant difference between demography of the respondents and their self reported happiness level:

Demographic characteristics	Pearson Chi-square Value	df	Significance level
Age	103.563[a]	117	.808
Marital status	6.331[a]	6	.387
Sex	2.040[a]	3	.564
Job position (Grade)	33.684[a]	24	.090
Income	7.757[a]	9	.559

Table 4: Chi-square table

No significant relationship could be established between age, marital status, sex, income and job position with self reported happiness at 95% confidence level. It means happiness is independence of demography of the respondents. Hence Null hypothesis is accepted.

Hypothesis 3:

Mental health condition and performance of the employees:

Spearman's rho	Correlation Coefficient	N	Sig. (2-tailed)
Ability to concentrate	-.024	197	.737
Helpful to others	.072	197	.312
Capable of making decisions	-.086	197	.231
Able to enjoy day-to-day activities	-.003	197	.967
Able to face problems	-.050	197	.482
Feeling reasonably happy	.020	196	.780

Table 5: Spearman's coefficient

None of the positive mental health conditions are related to performance of the employee. Hence we accept null hypothesis at 95% confidence level and can conclude that positive mental health confidence do not significantly related to performance.

Negative Mental Health and performance:

Spearman's rho	Lose sleep over worry	Constantly under strain	Unable to overcome difficulties	Feeling unhappy and depressed	Losing confidence in self	Thinking of self as worthless
Correlation Coefficient	.084	.066	.108	.113	.071	.018
Sig. (2-tailed)	.244	.359	.130	.116	.323	.804
N	196	196	197	195	197	197

Table 6: Spearman's coefficient

There is no relation between Negative mental health conditions and Performance of the employee. Hence we accept null hypothesis at 95% confidence level and can conclude that Negative mental health confidences do not significantly related to performance.

Psychological well-being:

Aspect	Jobs/assignments	Standard of living	Relationship with family members	Relationship with colleagues	Health	Work-life balance
Very Dissatisfied	0	0	0	0	0	2
Dissatisfied	8	1	0	4	5	30
Neither satisfied nor dissatisfied	24	8	11	27	35	42
Satisfied	142	164	121	137	136	108
Very Satisfied	27	28	69	33	25	19
Mean Score						

Table 7: Satisfaction of Respondents in Various Domains:

Psychological Well-being and performance:

Spearman's rho	Jobs and assignments	Standard of living	Relationship with family members	Relationship with colleagues, superiors & subordinates	Health	Work-life balance
Correlation Coefficient	.093	.108	.175*	.125	.071	.038
Sig. (2-tailed)	.188	.127	.013	.077	.315	.593
N	201	201	201	201	201	201

Table 8: Spearman's Coefficient table

Out of the six parameters of psychological well-being, it is only the Relationship with family members has significant relationship with performance and rest other parameters do not have any influence on performance of the employees.

Health Condition	Frequency
Poor	11
Fair	67
Good	100
Very good	21
Excellent	2
Total	201

Table 9: Health conditions of the employee

Health and Performance of the employees:

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.219^{a}	12	.597
Likelihood Ratio	10.316	12	.588
Linear-by-Linear Association	.300	1	.584
N of Valid Cases	201		

Table 10: Chi-Square value of Health and performance

Chi-square tests show that there is no significant relationship between health and performance.

Ecological issues in Living Environment of Respondents:

	Water pollution	Air pollution	Noise pollution	Waste disposal	Littering	Landslides	Floods	Soil erosion
Major concern	77	103	80	76	78	35	40	44
Some concern	80	69	86	77	81	29	42	43
Minor concern	28	20	19	21	18	25	25	30
Not a concern	16	9	16	27	24	112	94	84

Table 11: Ecological issues in Living Environment of Respondents

33.2% of the respondents reported major concern in the ecological issues, 31.5% reported some concern, 11.5% reported minor concern and 23.8% reported not a concern.

Performance of government and employee's happiness.

Pearson's correlation	Creating Jobs	Reducing gap between rich and poor	Fighting corruption	Preserving culture and tradition	Protecting environment	Providing educational needs	Improving health services
Correlation Coefficient	.326**	.340**	.305**	.571**	.426**	.471**	.415**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
N	201	201	201	201	201	201	197

Table 12: Pearson's correlation -Performance of government and employee's happiness

There was a significant correlation between happiness and all the 6 items taken to measure the performance of government over the last few years at 99% of confidence level. Positive correlation is found to exist between government performance and happiness i.e. if the performance of government in various aspects like creating jobs, improving health care services, providing education etc. is good, happiness among the respondents is also high.

Hours spend in work and Performance & Happiness:

Pearson Coefficient	Beta	t	Sig.
Happiness	.080	1.126	.261
Performance	.029	.403	.687

Dependent variable: Time spend at work

Table 13: Relationship between times spends at work and employee's performance and happiness.

There could not be found any relationship between times spends at work n and performance and time spend at work with happiness. Hence both happiness and performance are independent to duration of work. We accept null hypothesis at 95% confidence level.

CONCLUSION:

The Gross National Happiness Index can be said as a living experiment which tries to depict the real image or color of people's life and is much different than popular economic parameters like GNI per capita. It reflects the fact that happiness is a deeply personal matter and people will rarely agree on a set definition.

From the research it was found that 55.72% of respondents are deeply happy, 25.87% of respondents are extensively happy. Those who achieve sufficiency in less than half of domains are considered not-yet-happy. 18.41% of the population is found to be not-yet-happy in which 15.42% of respondents are narrowly happy and 2.99% of respondents are unhappy.

The happiness index was found to be 0.9116 which is considerably high and shows that the respondents are quite sufficient in the 9 domains used for the research as per the Bhutan's happiness studies. The domains contributing most to unhappiness were time use, psychological well-being and good governance. They were followed by cultural diversity, community vitality and ecological diversity. The domains contributing least to unhappiness were living standards and education which shows that the target population is satisfied with their quality of lives and their level of education. Health also contributed very little to unhappiness with a mere 2.48% which shows that the population enjoys quite good health.

Among the deeply happy population, 66% were equal to or above the age of 42. Looking among the deeply happy population as per grade, it is observed that 29% of the population were of the

grade E6 followed by grade E3 which constitutes 20% of the population. The age group of 32-41, on the other hand, contributed the maximum i.e. 50% of the unhappy population.

The people who are not-yet-happy are an important policy priority and thus it is important to look at the areas in which they enjoy sufficiency and the areas in which they still lack sufficiency. Although many researchers have concluded that happiness and performance are closely related, Wright and Staw (1999). But in our study, the result is quite different. It has been found that happiness (as per Bhutan's GNH index) is independent to employees performance. It could be concluded that employees productivity depend on so many other factors (unknown/ not studied) and may not depends on the happiness of the employee in general. So, we go along with the well-known reviews of the literature which established firmly that worker happiness did not necessarily lead to productivity (e.g. Brayfield and Crockett, 1955; Vroom, 1964).

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